



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *MWH*
CC: Department Heads
Date: December 28, 2009
Re: Town Council Goal Setting Session

Subject Matter/Background

With respect to process for your session this coming Monday, I recommend that we start by identifying issues, goals and objectives to see where you might have some consensus. I then recommend that we "test" your list of preliminary goals under a modified SWOT (strengths, weaknesses, opportunities, threats) analysis to determine to what extent the goals are feasible and what sort of resources would be required to achieve those objectives. Depending upon the time you need to complete this work, we may wish to break the session into two parts.

To help you prepare for the goal-setting session, I ask you to think about the following questions:

- What issues do we currently face as an organization and a community?
- What thoughts and strategies do you have to address these issues of concern? Who are the key stakeholders in developing these strategies?
- What goals and objectives do you have for the present council term? What would you like to see accomplished?
- What would you want to see accomplished in the future?
- How would you prioritize current and future initiatives?
- What other issues, projects, etc. should we be working on?

In addition, I refer you to *Mansfield 2020: A Unified Vision*, our strategic plan. Although this document pre-dates the current economic recession, I believe it captures many of the essential issues for our community. I have also attached the following documents:

- Town Manager's Goals, FY 2009/10 – this document, while focused on projects and initiatives, also addresses many of the current issues facing our organization. The document is structured along the nine vision points articulated in the strategic plan, with a 10th vision point dedicated to Town

Government. I will plan to revise this document as necessary to align with your goals and objectives.

- Departmental Projects, Initiatives and Issues – this document lists various departmental initiatives, exclusive of regular department operations and functions

I look forward to the session on Monday.

**Town of Mansfield
Town Manager's Goals
FY 2009/10**

Vision Point: General Government and Finance

Action Item: General Government and Finance - Engage and lead Mansfield's management team to ensure that Town staffing, organizational and financial structure is appropriate to meet present and future challenges, and take advantage of opportunities presented by digital technology. Serve as effective and responsible steward of municipal finances and assets. Promote public participation and efficiency in town government and the public education of town residents.

No.	Task	Objective	Assigned Staff/Other	Manager's Role
1	Bond Referendum	Assist Finance Committee and Town Council with any proposed bond issues (e.g. bridge projects, open space, school renovation project) for November referendum	C. Trahan	Oversight and coordination; analysis; public presentations
2	Collective Bargaining	Negotiate successor agreements with firefighter/EMT, professional & technical, and public works unions	M. Capriola /Labor Counsel	Negotiation and coordination; analysis; editing and drafting; public presentations
3	Ethics Ordinance	Assist Ethics Board and Town Council with any desired amendments to Ethics Ordinance	M. Capriola/Ethics Board	Coordination; analysis; recommendations
4	FY 2010/11 Operating Budget and CIP	Prepare and submit proposed FY 2010/11 Budget and Capital Improvement Program to Town Council and the community. Include recommendations to address anticipated revenue shortfall. Assist Council with its efforts to prepare budget for submission to voters at Town Meeting.	Budget Team	Oversight and coordination; analysis; editing and drafting; public presentations
5	FY 2008/09 CAFR	Prepare and submit FY 2008/09 Comprehensive Annual Financial Report to Town Council	C. Trahan	Oversight
6	Mansfield 2020: A Unified Vision	Continue to facilitate implementation and prioritization of plan. Complete development of vision point and action plan focused on governmental organization, with a particular focus on promoting sustainability, leadership, personal and professional accountability, citizen communications and service, and successor planning and professional development for staff.	Strategic planning team	Oversight and coordination; analysis; editing and drafting; public presentations
7	Ordinance Regarding Financial Management Practices and Policies	Prepare proposed ordinance concerning various human resource management practices and policies	D. O'Brien	Oversight and coordination; analysis; editing and drafting; public presentations
8	Ordinance Regarding Human Resource Management Practices and Policies	Prepare proposed ordinance concerning various human resource management practices and policies	D. O'Brien	Oversight and coordination; analysis; editing and drafting
9	Personnel Rules and Policies	Complete revision to Personnel Rules; make substantial progress with update to personnel policies	M. Capriola /Labor Counsel	Oversight and coordination; analysis; editing and drafting; public presentations
10	Professional Development	Continue professional development activities		Professional reading; attend seminars and conferences
11	Revaluation 2009	Complete revaluation	C. Trahan/LaPointe	Oversight
12	Town Council Media Project	Complete project	J. Russell	Oversight
13	Town Council Orientation	Complete orientation for new Council	M. Capriola/SA Chaine	Facilitation and coordination; editing and drafting; public presentations
14	Website Upgrade	Complete project	J. Russell	Oversight

Town of Mansfield
Town Manager's Goals
FY 2009/10

Vision Point: Sustainability and Planning

Action item: Economic Development - Create and implement policies and programs for economic development that are consistent with Mansfield's plan of conservation and development and environmental sustainability policy.

No.	Task	Objective	Assigned Staff/Other	Manager's Role
15	Economic Development Program	Work with MDP, WINCOG, Town Council and other stakeholders to begin development of economic development program with focus on business development and retention	MDP/WINCOG/ G. Padick	Facilitation and coordination; program development; analysis; editing and drafting
16	Mansfield Downtown Partnership - Storrs Center	Work with project team to prepare business plan for Phase I of project; assist Town Council with negotiation of potential development agreement with LeylandAlliance; oversee streetscape enhancement components of project	Downtown Partnership/ Financial Advisor/Legal Counsel	Negotiation and coordination; analysis; editing and drafting; public presentations

Action item: Environmental - Incorporate principles of sustainability into Mansfield's identity by creating and implementing policies, practices and programs.

No.	Task	Objective	Assigned Staff/Other	Manager's Role
17	Four Schools Renovations Project	Work to ensure application of alternate and clean energy sources as part of Four Schools project	School Building Committee	Facilitation and coordination; analysis; editing and drafting; public presentations
18	Mansfield Middle School Fuel Conversion Project	Complete project	W. Hammon	Oversight and coordination; analysis
19	Sustainability Advisory Committee	Assist committee with its formation and development of a work plan; conduct inventory of municipal greenhouse gas emissions and begin to develop plan to achieve reductions	Public Works/ Sustainability Committee	Facilitation and coordination; analysis

Action item: Sewer/Water - Establish and implement a comprehensive policy for sustainable water and sewer service that address Mansfield's short term and long term needs.

No.	Task	Objective	Assigned Staff/Other	Manager's Role
20	Four Corners Water and Sewer Project	Work with advisory committee and staff to develop proposed engineering and financing plan for Four Corners water and sewer project	L. Hultgren/Four Corners Sewer Advisory Committee	Facilitation and coordination; analysis
21	Windham WPCA	Resolve arbitration with Windham WPCA	L. Hultgren	Oversight and coordination; analysis; negotiation

Action item: Transportation - Create/implement sustainable transportation systems.

No.	Task	Objective	Assigned Staff/Other	Manager's Role
22	Storrs Center Intermodal Facility	Support and facilitate work of parking advisory committee and staff to develop parking management plan for Storrs Center	C. van Zelm/Parking Consultant/ Advisory Committee	Facilitation and coordination; staff support; analysis

Town of Mansfield
Town Manager's Goals
FY 2009/10

Vision Point: Historic and Rural Character, Open Space and Working Farms

<i>Action item: Preservation - Preserve existing farms and open space in Mansfield while increasing the number of farms and farming opportunities.</i>			
No.	Task	Objective	Assigned Staff/Other Manager's Role
23	Farmland and Open Space Preservation	Develop land management plans for key open space parcels; submit application to state's AGvocate program	J. Kaufman/Open Space Preservation Committee Facilitation and coordination; analysis; editing and drafting

Vision Point: Housing

<i>Action item: Promoting neighborhood cohesion; preventing blight problems; and reduction in property maintenance problems.</i>			
No.	Task	Objective	Assigned Staff/Other Manager's Role
24	Committee on Community Quality of Life	Support and facilitate work of committee, including the development of an ordinance regulating residential rental parking and a tenant registration ordinance, and creating a new student use category for land use and housing regulations.	M. Nintean/G. Padick/Advisory committee Facilitation and coordination; analysis; editing and drafting; public presentations

Vision Point: K-12 Education and Early Childhood

<i>Action item: Infrastructure - Maintain and enhance infrastructure designed to promote sustainability and holistic education.</i>			
No.	Task	Objective	Assigned Staff/Other Manager's Role
25	Four Schools Renovation Project	As member of school building committee, develop proposed school renovation project for submission to Town Council and Board of Education	Project Architect/School Building Committee Facilitation and coordination; analysis; editing and drafting; public presentations

Vision Point: Public Safety

<i>Action item: Police - Ensure efficient and effective deployment of resources to meet community demands and needs.</i>			
No.	Task	Objective	Assigned Staff/Other Manager's Role
26	Police Study	Review and analyze police services, with respect to present and future needs, resource allocation and potential partnerships.	M. Capriola Oversight and coordination; analysis, editing and drafting; public presentations

Town of Mansfield
Town Manager's Goals
FY 2009/10

Vision Point: Recreation, Health and Wellness

<i>Action item: Community Center - Ensure the development and maintenance of activities, programs and facilities designed to foster healthy recreational activity.</i>			
No.	Task	Objective	Manager's Role
27	Mansfield Community Center	Continue oversight of center operations, with a particular focus on membership recruitment and retention; complete consolidation of maintenance function with Department of Facilities Management	MCC Mgmt Team Oversight and coordination; analysis, editing and drafting; public presentations

Vision Point: Regionalism

<i>Action item: Economic Development - Create a structure to support regional development efforts.</i>			
No.	Task	Objective	Manager's Role
28	Ad hoc Regionalization Study Committee	Serve as member of committee to analyze feasibility of providing certain preK-8 services (e.g. transportation) on regional basis	M. Paquette Committee member
29	WINCOG Regional Economic Development Program	Establish economic development program working in partnership with Mansfield Downtown Partnership and Windham Region Council of Governments	WINCOG/MDP Facilitation and coordination; analysis
30	Natchaug River Basin Community Action Planning	Participate as key stakeholder in community action planning process	G. Padick/M. Capriola Coordination

Vision Point: Senior Services

<i>Action item: Assisted/Independent Living Project - Promote the development of an assisted/independent living facility to meet the needs of Mansfield seniors.</i>			
No.	Task	Objective	Manager's Role
31	Assisted/Independent Living Project	Provide consultation and advice to Council's preferred developer	K. Grunwald Facilitation and coordination; analysis

Vision Point: Town/University Relations

<i>Action item: Community/Campus Relations - Improve relations between students and town residents.</i>			
No.	Task	Objective	Manager's Role
32	Spring Weekend	Facilitate Town-Univ Relations Committee review of Spring Weekend activities; work with State Police and other key stakeholders to implement additional public safety measures	J. Jackman/D. Dagon/J. Kodzis Facilitation and coordination; analysis; program development

**Town of Mansfield
Town Council
Goal Setting Session
Departmental Projects, Initiatives and Issues
December 28, 2009**

BUILDING AND HOUSING INSPECTION

Major projects, initiatives and issues:

- Continued blight patrols
- Participation in the Mansfield Community Campus Partnership
- Continue work as staff liaison to the Committee on Community Quality of Life, with a focus on the following key items:
 - Parking registry
 - Tenant registry
 - Overcrowding enforcement (rental zone, number of occupants)
 - Assembly permits
 - Parking area designation
 - Holding landlords financially responsible for actions of tenants who are repeat offenders

EMERGENCY MANAGEMENT

Major projects, initiatives and issues:

- Continue to assist and support the Eastern Highlands Health District with planning for health emergencies
- Participate with Department of Emergency Management and Homeland Security (DEMHS) Region IV all hazard, multi-discipline regional EOP planning initiatives
- Participate with DEHMS Region IV regional emergency operations drill and training opportunities
- Prepare for and assist with the Town's response to UConn's Spring Weekend
- Conduct CPR and AED training for staff
- Administer the U.S. Department of Homeland Security Grant Programs
- Conduct an inventory and audit of the Town's communications systems
- Work with the DEMHS Region IV Regional Emergency Planning Team to implement the regional spending plan and to finalize the regional Emergency Operations Plan
- Revise and update the Town's Emergency Operations Plan and Annexes to ensure that the EOP is consistent with the newly developed regional plans
- Conduct an Emergency Management table-top exercise (local or in partnership with the region)
- Administer the Severe Repetitive Loss Grant Program. To date the Town received a grant for \$159,752.25 to "Flood Proof" a dwelling on Thornbush Road by elevating it above the 500 year flood plain.
- Continue to seek funding opportunities for hazard mitigation programs

FACILITIES MANAGEMENT

Major Projects, Initiatives and Issues:

- Complete Mansfield Middle School fuel conversion project
- Administer OPM energy grant
- Consolidate employees at Mansfield Community Center within department; repair maintenance issues at Community Center
- Repair courtyard at Mansfield Middle School
- Install A/C and heating units in Facilities Management office and Eastern Highlands Health Department reception office
- Complete Day Care AC project
- Repair water problems at Mansfield Middle School
- Complete projection room for Council media project
- Obtain final approval for co-gen at Mansfield Community Center
- Obtain rebates from CL&P for energy savings at Mansfield Middle School

FINANCE

Major Projects, Initiatives and Issues:

- Complete 2009 revaluation
- Assist Town, Mansfield Board of Education and Region 19 with preparation of Proposed FY 2010/11 Operating Budgets and Capital Improvement Programs
- Complete FY 2008/09 Comprehensive Annual Financial Report (CAFR)
- Assist Town Attorney with preparation of proposed Ordinance Regarding Financial Management Practices and Policies
- Assist Finance Committee with development of proposed bond issues for November 2010 Referendum

FIRE AND EMERGENCY SERVICES

Major Projects, Initiatives and Issues:

- Apparatus Standardization - The department is standardizing equipment as well as the placement of equipment on two of the department's Engine Tanks. The plan is to improve the capability of the two apparatus to provide for the rescue function at MVAs (Motor Vehicle Accident). The project will enable the department to alter its response policy to MVAs, thereby enhancing scene safety for victims and response personnel by providing a source of water and firefighting foam in the event of a vehicle fire. The FY '10 Capital Improvement budget contains two projects that will address equipment needs related to the response change.
- GIS (Geographic Information System) mapping project - This project will create electronic map layers that provide reliable information on infrastructure relevant to fire department operations such as water sources, utilities, LifeStar landing zones, etc... The GIS information is an important planning tool that assists in identifying infrastructure upgrades that can improve the effectiveness of the department's emergency response operations.
- Career Staff Hiring process - The department has been working to stabilize the ranks of career firefighters through the filling of full time and part time vacancies. Two Part-Time Firefighters were appointed on September 21st following merit system

testing and interviews. The merit system process is currently underway for the filling of two full time positions. It is anticipated that the positions will be staffed soon after the first of the year.

- Pilot Staffing Program - As part of the Memorandum of Understanding to the successor union contract with firefighters local 4120, the department has agreed to conduct an evaluation of existing staffing configurations. The program will assess whether the existing service delivery system can be improved.
- Electronic Activity Reporting - The department is seeking to enhance activity reporting of the fire marshal's office. The effort is intended to improve on the current paper-based system that limits the ability to produce reports and access information necessary to effectively manage the department in this area. The department plans to create a fire prevention and inspection database in Access that is capable of producing a series of basic reports while at the same time investigate whether a commercial records management/data solution exists.
- Training - Captain Andrew Franklin has recently been appointed to the position of Training Officer for the department. Captain Franklin is currently engaged in an evaluation of the training requirements of the department and establishing an annual schedule that addresses the needs of a combination workforce.
- FEMA Grant - The department has submitted a grant request for the 2009 grant cycle. The department is requesting Tone and Voice Pagers used to alert firefighters to calls for service. The grant application continues an effort by the department to improve its communication system through equipment upgrades. A fire department communication system must be capable of alerting members of a call for service, provide effective communications enroute to a call to effectively manage in-coming resources, and insure reliable communications at the scene of an emergency to provide for the safe and efficient resolution of an incident.

FIRE MARSHAL

Major projects, initiatives and issues:

- Continue to develop and nurture a "Fire Prevention and Mitigation" mentality within the fire department and refine and enhance the public fire prevention and life safety education curriculum and programs that are delivered in the community
- Continue to develop the Deputy Fire Marshal program and ensure that the shift Captains and volunteer Deputy Fire Marshals have the necessary skills, knowledge and support to successfully deliver field services
- Develop a Fire Prevention Fee Ordinance (cost recovery for annual inspections and use and occupancy permits) for the Town Council's consideration
- Continue to provide inspection services to the 780 regulated occupancies in the community
- Continue to administer the Fire Department Records Management System
- Update the E911 system and related database
- Implement the ePCR (electronic Patient Care Report) system as required by the Connecticut Department of Health and upgrade the Mansfield Fire Department Records Management System
- Prepare to implement the proposed 2010 Connecticut Fire Prevention Code

HUMAN SERVICES

Major Projects, Initiatives and Issues:

- Participation in the statewide strategic prevention framework, state improvement grant (SPF-SIG) underage drinking prevention grant
- Leadership in the development of an Assisted/Independent Living facility
- Participation in the municipal elderly and disabled demand responsive transportation grant, and exploration of a volunteer driver program
- Development of a student internship program in the Youth Service Bureau
- Coordination of programs to assist in transition to the Middle School and E.O. Smith High School
- Development of Mansfield's Plan for Young Children
- Senior Center staffing recruitment and transition
- Participation in the Mansfield Community Campus Partnership

INFORMATION TECHNOLOGY

Major Projects, Initiatives and Issues:

- Lead and complete a significant update in the design of the website and deploy content management to increase information posting on the Internet by Departments
- Team with the Maintenance Department to implement the Council Media Project
- Collaborate with the Public Library to provide free public wireless access at the library. In addition to the Library, free public wireless already includes the Senior Center, Community Center, Town Hall, and portions of each of the six K-12 schools.
- Program coding changes in each of thirteen buildings' phone systems to meet the requirements of ten digit dialing and two new area codes. Use in-house staff to save considerable cost vs. outsourcing this coding.
- Partner with the Maintenance Department to finish implementation of the \$87,374 competitive school security grant from the Connecticut Office of Homeland Security and the Connecticut Department of Education.
- Support the Health Department in their efforts to meet public health needs related to the H1N1 virus by creating a phone tree to handle the volume of incoming calls and frequently post updates on the EHHD website to disseminate and collect information.
- Implement the new PowerSchool Information System and MyRTI
- Enhance the use of technology to collect and store data to support the use of information to inform operations, decision making, and instruction. The most significant component will be the ADMINs database.

LIBRARY

Major Projects, Initiatives and Issues:

- Collaborate with IT Department to provide free public wireless access at the library
- Adjust staff schedule to maintain current library hours with reduction in paraprofessional support

MANSFIELD DOWNTOWN PARTNERSHIP

Plans for FY 2009-10:

- Complete design for Storrs Road and begin construction
- Develop parking management plan for Storrs Center
- Complete design of first parking garage
- Pursue local, state, federal, and private grant opportunities for planning and construction at Storrs Center, and projects and events
- Monitor solicitation of commercial businesses by master developer LeylandAlliance; assist with marketing strategies
- Produce and implement Partnership strategic plan
- Hold 6th annual *Festival on the Green* in Storrs Center in September 2009
- Hold 4th annual Winter Fun Day in February 2010
- Work with Town of Mansfield to hold 5th Annual Tour de Mansfield in July 2010
- Produce newsletter in September 2009 and Spring 2010
- Continue outreach through publications including continual update of website, electronic mail, speaking engagements, involvement on Town of Mansfield, University of Connecticut, and other organizational committees

PARKS AND RECREATION DEPARTMENT

- Issues:
 - Park facility and open space master planning
 - Programming
 - Community use of Community Center
 - Membership
 - Benefits
 - Retention
 - Recruitment
 - Business partnerships
 - Building Sustainability
 - Energy efficient lighting
 - Solar panels
 - Co-generation plant
 - Water harvesting (future)
- Major projects and initiatives
 - Community center marketing plan; membership recruitment and retention
 - Complete construction of Southeast Park concession/storage building
 - Complete construction of Mansfield Skate park

PLANNING

Major Projects, Initiatives and Issues:

- Coordinating and assisting the PZC and IWA with application reviews and zoning (map) and regulation amendments including new provisions for the existing Industrial Park zone in southern Mansfield, revised provisions for the keeping of farm animals, revised aquifer regulations, revised subdivision provisions regarding open space requirements and a comprehensive update of Mansfield's Inland Wetland Regulations
- Assisting the Town Manager and other town officials with various ongoing town projects and consultant studies, particularly, student housing and housing code issues; the School Building Committee consideration of elementary school options; Storrs Center phasing, parking and infrastructure issues; the Four Corners Sewer/water project; assisted living/age restricted/affordable housing issues; economic development and other initiatives identified in Mansfield's strategic plan; the CL&P Interstate Reliability project; and various elements of Mansfield's Open Space Acquisition and Management program
- Assisting Town officials with the review of University of Connecticut projects and studies, particularly, water supply and sewer system issues, including UConn's ongoing Willimantic River wellfield study and the use of wastewater for cooling and irrigation; storm water management issues, including implementation of a master drainage plan and recommendations from an on-going study of the Eagleville Brook watershed; and potential new uses at the Depot Campus
- Participating as a coordinating committee member, in the federally funded Action Communities for Health, Innovation and Environmental Change (ACHIEVE) program. This three year effort, sponsored by Eastern Highlands Health District, is designed to promote healthy lifestyles and eating habits, including linkages between land use planning and public health.

POLICE

Major Projects, Initiatives and Issues:

- Continue coordinated effort with UConn, town government and other key stakeholders to address substance abuse and quality of issues
- Continue to develop new and innovative efforts to curtail spontaneous large gatherings at off-campus locations, including undercover operations, DUI enforcement, enforcement of state statutes and Town ordinances
- Work with Town departments and other key stakeholders to develop additional public safety measures for UConn Spring Weekend

PUBLIC WORKS

Major Projects, Fall/Winter 2009-10:

- Assist with planning, design and grant administration for the Storrs Center road and utility projects (Route 195 changes, utility connections into the project area, the 1st parking garage and inter-modal component), complementary enhancement (streetscape) project south of the center area), parking studies
- Planning and design for the 4 corners sewer and water systems
- Design and grant administration for two stimulus projects (Birch Road Bikeway phase II and Mansfield City Road overlay)

- Design and grant coordination for 2 federally funded bridge projects (Stone Mill Road and Laurel Lane)
- Design and construction of the Town's new salt shed
- Completing the site work around the last (4th) Lions Club soccer field
- Replacement of the Dodd Road bridge (2010 construction season)
- Planning and design of a walkway on Rte 275 between Maple Road and Separatist Road
- Purchase of new UHF radios and 4 repeater units to upgrade the DPW's communication system
- Integration of new (to us) job cost and work tracking software program
- Resolution of the arbitration with Windham over sewer charges (preparation of a new agreement and negotiations)
- Maintenance and coordination of Town's geographical information systems (GIS)
- Staff support for the Town's Sustainability Committee and the Town's sustainability initiatives

TOWN CLERK

Major Projects, Initiatives and Issues:

- Change current laminated map filing system to a disk based one. Convert as many existing maps as money allows to the new system. In addition to the space savings, the cost of creating and maintaining a disk file is significantly lower than the current system. Implementing this program will also allow us to make the new Federal Flood Map disk system available to the public. Funding for this project will be from the 270 Historic Preservation Account.
- Continue work on the 2009/2010 Historic Preservation Grant with the goal of completing the removal and organization of record material stored in the basement, updating the Town's Record Management Plan and creating a document index for all material in the vault. This has been a five year project supported with a combination of Town and grant money.
- Development of a central file for all town owned open space properties.
- Conduct a review of 2005-2009 land record recordings for accuracy and consistency.
- One of the major issues we continue to face is the high humidity in the vault during the summer months. We have taken some mitigating steps but the only real answer will be the installation of a new ventilation system for the vault. As money becomes available the scanning portion of our Point of Sale Land Recording System should be implemented. The majority of towns in the state have this capability and it will probably be statutorily required in the near future.